Application Development Environment (ADE)

Analysis Phase

Phase Completion Procedure
Quick-Start

Information Systems Division
California Department of Motor Vehicles

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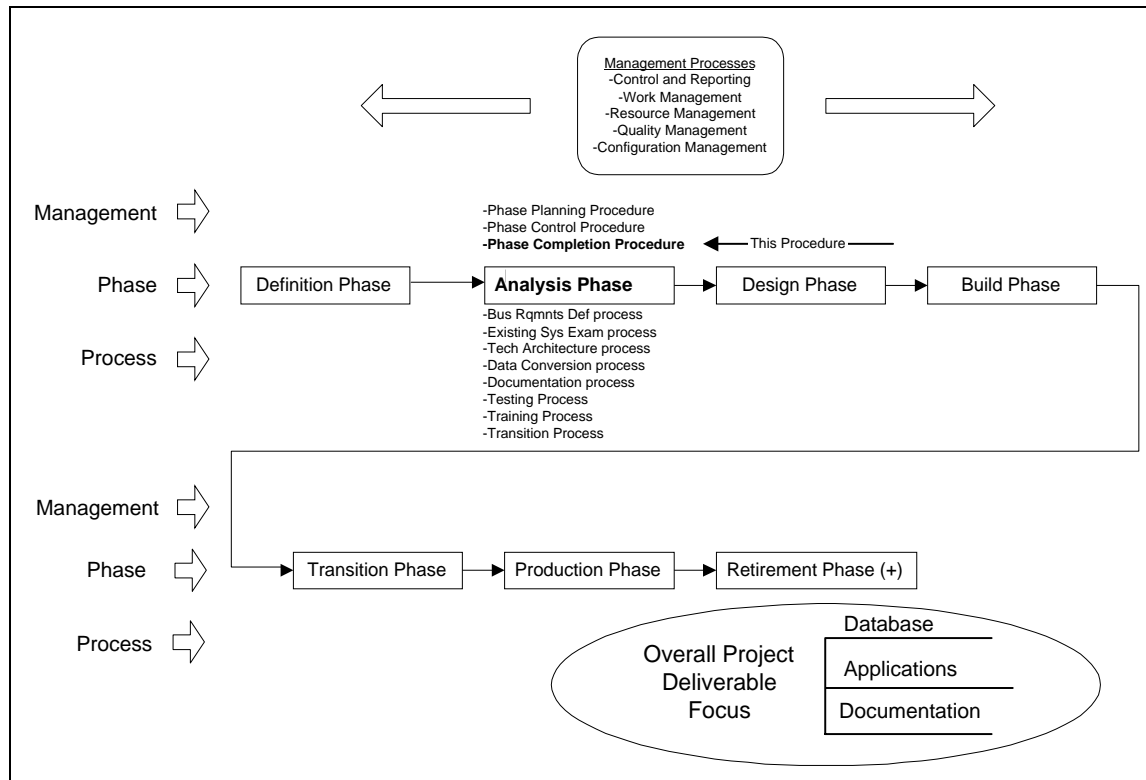|	
TITLE:	Phase Completion Procedure
PROCEDURE NUMBER:	**ADE 11.0 (Analysis)**
OWNER:	Strategic Planning and Control Branch
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Principal Objectives of the Phase Completion Procedure

In the Analysis Phase, the objectives of Phase Completion are to:

- Verify that deliverables produced during the phase meet project quality and completeness standards.

- Secure client acceptance of deliverables produced during the phase.

- Release staff and physical resources no longer required.

Overview

The graphic below depicts this Project Management (PJM) procedure, Phase Completion, as it occurs within the current CDM phase, the Analysis Phase.

Phase Completion Tasks and Deliverables

Each of the five Phase Completion tasks listed below results in a specific deliverable. Tasks are identified with their PJM ID# , the first two letters of which correspond to the Management Processes shown at the top of the preceding graphic. Three are considered by Oracle to be key (✪ = key deliverable).

Note: Remember the caution offered in the Project Planning Procedure (Definition Phase) to be mindful of the distinction between phase and process deliverables.

The abbreviated references provided in the right-hand column refer to the Oracle PJM manuals to which you will want to refer for background or greater detail:

- *The Project Method Handbook* (PJM-MH)

- *The Project Management Process and Task Reference* (PJM-PTR)

- *The Process Management Deliverable Reference* (PJM-DR)

Task	Description	Deliverable	Comments & Reference
✪Secure Client Acceptance CR.080	Obtain sign-off of on Analysis Phase deliverables to the mutual satisfaction of consultant and client. (See list of Analysis Phase deliverables following this table.) *To preclude last-minute delays, review acceptance procedure in advance with client project members participating in sign-off. If necessary, hold issue resolution session(s) prior to beginning phase completion.*	• Phase Acceptance	*PJM-MH, Chapter 6 PJM-PTR, pp. 1-43 to 1-46 PJM-DR, pp. 1-32 to 1-35, and App. A* *Oracle MS Templates:* • *End Report* • *Acceptance Certificate*
Release Staff RM.080	Release staff and physical resources not required for further project work. *The release of staff and physical resources assumes you have available to you the Staffing and Organization Plan and Physical Resource Plan for the next phase. Normally this is true, since planning for the next phase should be complete when this task is performed.*	• Released Staff	*PJM-MH, Chapter 6 PJM-PTR, pp. 3-37 to 3-40 PJM-DR, pp. 3-18 and App. A*
Release Physical Resources RM.090	This task involves releasing control of those physical resources that are no longer needed to complete the project execution. *Identify resources to be released, coordinate release with suppliers, and turn over resources.*	• Released Physical Resources	*PJM-MH. Chapter 6 PJM-PTR, pp. 3-41 to 3-43 PJM-DR, p. 3-19 and App. A*

Task	Description	Deliverable	Comments & Reference
✪Perform Quality Assessment QM.050	Conduct an assessment of the completeness of Quality Control arrangements (reviews, audits, tests, and problem resolution) to assess the completion of the project to date. The Quality Report provides an opportunity to demonstrate to the client the completeness of your quality control measures during the phase. *This quality assessment may be conducted by a member of the project team (who may hold other quality responsibilities) or may be carried out by a quality consultant external to the project team. SP/CB has SQA procedures for the Project Managers; these defined procedures can assist the project.*	• Quality Report	*PJM-MH, Chapter 6 PJM-PTR, pp. 4-25 to 4-27 PJM-DR, pp. 4-18 to 4-19 and App. A* *Oracle MS Template:* • *Quality Report*
✪Audit Key Deliverables CM.060	In this task you demonstrate to the project manager and the client that the deliverables produced were those which were intended, and that adequate control over development of those deliverables was exercised. *A physical configuration audit verifies that all intended key deliverables are baselined as configuration items. A functional configuration audit demonstrates that configuration items in the baseline can be traced backward in time to their requirements. All baselined deliverables should be identified in the project's Configuration Management Plan.*	• Audited Baseline	*PJM-MH, Chapter 6 PJM-PTR, pp.5-31 to 5-33 PJM-DR, pp. 5-19 to 5-20 and App A*

Analysis Phase Deliverables

The table below is offered as an illustration of how the PM might track the completion, approval and delivery of analysis phase deliverables.

Final deliverable packages should include a cover memo or form that provides a vehicle for recording all required reviews and approvals.

Analysis Phase Deliverables

ID #	Deliverables	Delivery Date	Date Approved by Customer	Status
	Business Requirements Def			
RD.050	Detailed Business Descriptions			
RD.060	✪Business Data Model			
RD.070	✪Detailed Business Function Model			
RD.080	✪System Data Model			
RD.090	✪System Function Model			
RD.100	✪System Process Model			
	Existing Systems Examination			
ES.080	Revised Existing Technical Architecture			
ES.090	Existing System Function Description			
ES.100.	Detailed Existing System Data Model			
ES.110.	Existing Operational Procedures Description			
	Technical Architecture			
TA.050	Detailed System Operational Requirements			
TA.060	✪Hardware and Software Foundation Definition			
TA.070	✪Distribution Architecture			
TA.080	Recovery and Fallback Strategy			
TA.090	Security and Control Strategy			
TA.100	User Interface Style Definition			
TA.110	Revised Capacity Plan			
	Data Conversion			
CV.020	Data Conversion Strategy			
CV.030	Data Conversion Workplan			
	Documentation			
DO.020	Documentation Requirements			
DO.030	Documentation Standards			
	Testing			
TE.010	Testing Strategy			
	Training			
TR.010	Training Requirements			
TR.020	Training Plan			
	Transition			
TS.010	Initial Cut-over Strategy			

Potential Pitfalls

The most likely areas of risk during Phase Completion are the following:

- The phase acceptance procedure is not clearly communicated in the project Quality Plan.

- Client satisfaction concerns are not identified and addressed prior to requesting sign-off of deliverables.

- Outstanding issues and problems which affect phase deliverables are not resolved prior to their acceptance.

- Not adhering to the Software Quality Assurance Plan or the Configuration Management Plan.

Key Words And Phrases

Attribute	The information held about an entity
Entity	Something about which information is retained; e.g. customer, employee, product, etc.
Event	A trigger to which one or more business functions respond; e.g. a license application
Function	A major work unit of an organization; e.g. sales, maintenance, etc.
Model	Diagram or graphical depiction of a system
Physical Configuration Audit	An audit or review that verifies that all intended key deliverables are baselined as configuration items
Process	A series of tasks which result in one or more critical deliverables
Program	A group of projects managed in a coordinated way

Project	Involves work that is *finite* and *unique* (as opposed to operations, which involve *ongoing* and *repetitive* work)
SP/CB	Strategic Planning and Control Branch
SQAA	Software Quality Assurance Analyst
Step	Smaller units of tasks and sub-processes which produce components of deliverables
Sub-process	Continuously or frequently executed set of actions which produces a defined set of outputs or results
Task	A unit of work that results in a single deliverable